



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
January 5, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:02 p.m.

II. Approval Of November 3, 2022, Consortium Minutes

The November 3, 2022, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Ms. Tapper moved to approve the minutes. Mr. Shields seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. Five-Year Plan Stakeholder Input

Dr. Ehrenfeld referenced a summary of the stakeholder input that AHW has received through a variety of mechanisms to support the development of the organization’s next five-year plan and asked for general reactions to the feedback received. Ms. Harrison asked if those expressing dissatisfaction with their project partners could be identified as either community partners or MCW researchers. Ms. Ellis responded that it was likely a mix of the two. Ms. Harrison noted that there seemed to be a consensus desire among the respondents for deeper, broader, and longer commitments from AHW. Dr. Ehrenfeld related that AHW operates according an order from the Office of the Commissioner of Insurance that requires it to strike the right balance with respect to long-term commitments and responsiveness to emerging needs. Dr. Maduekwe referenced input suggesting that AHW focus on long-term impacts while also making academic partnerships easier. She also noted a theme calling for a focus on health equity. Dr. Raymond noted a desire for AHW to show that it has moved the needle on public health issues. He also highlighted the need to counter perceptions that AHW’s work is overly focused on Milwaukee. Dr. Maduekwe agreed that reflecting input from and serving the needs of rural audiences is important. Dr. Kerschner noted that he is encouraged by conversations he’s had with AHW leaders regarding the next five year plan and the responsiveness being shown to the state’s wide-ranging health challenges. Dr. Ehrenfeld noted that additional input from rural stakeholders would be gathered in an upcoming meeting with the executive director of the Rural Wisconsin Health Cooperative. Ms. Tapper noted that cross-cutting health challenges related to structural issues, equity

shortcomings and workforce shortages were similarly identified in community health needs assessments. Ms. Harrison suggested that additional input be sought from the state's tribal community.

IV. Decision Making

a. NCE Request Collaborative Work Groups to Reduce Wisconsin's Breast and Lung Cancer Disparities: Phase One

Dr. Ehrenfeld reported that the Center for Urban Population Health has requested a no-cost extension (NCE) for a project titled: Collaborative Work Groups to Reduce Wisconsin's Breast and Lung Cancer Disparities: Phase One. The project started in July 2021. The current project end date is June 2023. The requested 9-month NCE would bring the end date to 3/31/2024. Of the original award, \$1,064,708 is still available. Dr. Ehrenfeld explained that the project has experienced delays due to COVID-19 impacting partners including illnesses and losses, as well as the virus impacting the ability for project members to convene in-person; organizational restructures within partner organizations delayed progress; and hiring challenges and delays have delayed progress. The project representatives, Dr. Ehrenfeld related, propose to use the requested time to complete the original aims and allow the collaborative work groups to fully engage, as they have gained momentum in the recent months. Dr. Ehrenfeld reminded Consortium members that this project is jointly funded by the REAC and that they will be having a similar discussion and voting in their next meeting. Dr. Martin asked whether a nine-month extension would be sufficient for the group to complete the project. Dr. Maduekwe said she did not have concerns with their ability to complete the work. Dr. Martin moved to approve the extension. Ms. Harrison seconded the motion. Ms. Tapper clarified that the approval was contingent upon REAC's affirmative vote. The Consortium voted unanimously to approve the motion.

V. Director's Report

a. REAC Update

Dr. Ehrenfeld reported that REAC members participated in interviews with AHW Philanthropy Fellow Nate Simon in December focused on organizational priorities that should be reflected in the organization's next five-year plan. These interviews were similar to those that Consortium members participated in. Summaries of these interviews will be shared in future meetings, but Dr. Ehrenfeld highlighted the topics of interest from these discussions as mission alignment and modifications to grant processes and access. Both Consortium and REAC members expressed shared interests in improving alignment between the two bodies and in utilizing a "balanced scorecard" type of method for measuring performance. Dr. Ehrenfeld discussed a survey that the Center for Effective Philanthropy will be conducting in the fall that will allow benchmarking against other organizations in terms of partner perceptions of AHW. He also reported that recent awards have increased AHW's reach into five new counties—Clark, Dunn, Lincoln, Taylor, and Waushara, leaving only nine Wisconsin counties that have not been directly impacted by AHW-funded projects. He noted that many, if not all, of those remaining counties have likely benefited from the approximately 80 funded projects that have had a statewide impact.

VI. Adjourn

Ms. Rice adjourned the meeting of the MCW Consortium on Public and Community Health at 2:48.



Next Meeting:
February 2, 2022
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
Virtual Meeting
February 2, 2023**

The February 2, 2023 meeting was canceled.



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
March 2, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:01 p.m.

II. Approval of January 5, 2023, Consortium Minutes

The January 5, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Dr. Raymond moved to approve the minutes. Dr. Martin seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. HWPP Operating Budget

Dr. Ehrenfeld shared details of AHW’s draft FY24 operating budget, noting proposed increases in staffing and programming. He compared AHW’s staffing levels to other foundations in terms endowment market value, based on the Columbus Survey. AHW is on par with other foundations, according to Columbus Survey data, he observed. Dr. Ehrenfeld reviewed AHW’s budget categories by functional unit and expense type, providing forecasted expense totals and details for each. Dr. Ehrenfeld stated that AHW’s budget is activity-based and aligns with the organization’s responsibility of stewarding funds appropriately while maintaining flexibility to explore new initiatives.

Ms. Giese observed changes in staffing levels during her time as a Consortium member and inquired on the number of FTEs relative to the amount of grant funding being administered. Dr. Ehrenfeld noted that the number of grants under active management has increased, and that staffing has shifted based on needs for supporting other resources such as capacity building opportunities to grantees and applicants and the increased communications needs. Ms. Tapper expressed appreciation for the detailed information to accommodate the Consortium’s stewardship responsibilities and asked whether in-kind services provided by MCW are tracked as FTE. Dr. Ehrenfeld answered that the in-kind services are not tracked by FTE, but that it likely amounts to several FTEs. Dr. Raymond added UW charges a management fee for such services to its endowment. Ms. Giese asked if AHW was a free-standing endowment, would it show comparable staffing to other organizations. Dr. Ehrenfeld said that the data shows median staffing levels in comparison to comparable organizations, however, overall the operating expenses are about .5% of the endowment value.

Ms. Rice asked what the Consortium's role is with respect to AHW's budget. Dr. Ehrenfeld answered that approval authority rests with the MCW Board of Trustees, but that input from Consortium members on budget priorities is welcome.

b. Five-Year Plan Interview Summary

Dr. Ehrenfeld summarized feedback received from Consortium members in interviews conducted by AHW's philanthropy fellow in December as a springboard for capturing ideas relevant to the next five-year plan. Ms. Giese asked if Dr. Ehrenfeld was surprised by any of the feedback provided. Dr. Ehrenfeld noted that there were many good insights in the feedback, and that he would have been surprised if everyone had said the same thing. Mr. Shields asked how AHW plans to operationalize the feedback. Dr. Ehrenfeld noted that staff were building strategies around actionable items that would be incorporated into aspects of the next five-year plan. Ms. Ellis added that the feedback focused more on public and community health deficiencies within the state of Wisconsin and how AHW could fill these gaps. Ms. Rice asked whether any insights were gained regarding the importance of centering equity in AHW's work. Dr. Ehrenfeld answered that input received on the question of equity included the need to prioritize rural underserved populations as well as marginalized groups in urban centers.

c. 2024-2028 Five-Year Planning Update

Dr. Ehrenfeld reviewed the ongoing work around the creation of AHW's next five-year plan along with how stakeholder feedback, Consortium and REAC discussion, and research on current health trends have provided direction to the plan's development. He shared envisioned sections of the plan and preliminary messaging for Consortium members to digest and contemplate in preparation for a working meeting in April, in which further input and direction will be sought. Dr. Martin expressed appreciation for the addition of a specific pillar in the five-year-plan referencing equity, diversity, and inclusion. Ms. Giese expressed enthusiasm for the concepts presented and looked forward to a discussion of the "upstream" factors affecting health in Wisconsin. Ms. Rice stressed the importance of determining what is measurable and what impact AHW hopes to achieve.

IV. Director's Report

a. REAC Update

Dr. Ehrenfeld provided information on a No Cost Extension request that was reviewed and approved in both the January Consortium and REAC meetings. He explained that REAC did not meet in February and that the two governing bodies would have a joint meeting in April. He also provided an to the creation of a National Advisory Committee, stating that recruiting members was underway with a goal of convening the group this year.

V. Adjourn

Ms. Rice adjourned the meeting of the MCW Consortium on Public and Community Health at 3:19.

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Next Meeting:
April 13, 2023
2:00 to 4:00 p.m.
In Person



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH AND RESEARCH AND EDUCATION ADVISORY COMMITTEE

Medical College of Wisconsin

April 13, 2023

Meeting Minutes

Consortium Members Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

Research and Education Advisory Committee Members Present: Ivor Benjamin, MD, FAHA, FACC, Director of the MCW Cardiovascular Center; Shelisa Dalton, MBA, Chief Financial Officer; José Franco, MD, Senior Associate Dean for Education in the School of Medicine; Cecilia Hillard, PhD, Associate Dean for Research; John Mantsch PhD, Chair and Florence Williams Professor of Pharmacology and Toxicology; Amy Prunuske, PhD, Associate Professor

I. Call to Order

Ms. Rice called the joint meeting of the Consortium on Public and Community Health and Research and Education Advisory Committee to order at 2:03 p.m. Members of the respective governing bodies and AHW staff introduced themselves.

II. Programmatic Update

Dr. Ehrenfeld introduced a “workshop” activity for meeting participants to complete in groups. He asked members present to organized into assigned group and to record suggested edits, thoughts, and questions they have in response to posterboards containing draft text of AHW’s 2024-2028 Five-Year Plan arranged throughout the room. Groups spent five minutes engaging with each board. Participants then reassembled for discussion, with Dr. Ehrenfeld reporting back to the group observations and feedback recorded on each board. Dr. Ehrenfeld then shared potential funding models for AHW to consider in its next Five-Year Plan. These along with potential signature initiatives, capacity building programs, data analytics, and approaches to community-academic partnerships were discussed. All feedback provided on these topics, Dr. Ehrenfeld explained, would be considered and reflected in the Five-Year Plan as appropriate. A draft of the plan, he said, would be presented to the Consortium on Public and Community Health and Research and Education Advisory Committee for approval in their respective meetings in May.

III. Director’s Report

Dr. Ehrenfeld shared information on a potential new National Academy of Medicine fellowship with specific focus on state health policy that is currently being explored with a number of other potential sponsors. He further shared that the new fellowship would embed individuals at the state level to work alongside key policy makers, either in the

legislative or executive branch. The concept is that a cohort of fellows across the Nation would be created, and that AHW would sponsor a fellow to work in Wisconsin. He also informed members of AHW's sponsorship of a 2023 MANDI (Milwaukee Award for Neighborhood Development Innovation) focused on advancing community health. He encouraged members to share this award opportunity with anyone who might be eligible. He ended by letting Research and Advisory Committee members know that they would be receiving a no-cost extension request later in the day for a vote.

IV. Adjourn

The joint meeting of the MCW Consortium on Public and Community Health and Research and Education Advisory Committee was adjourned by consensus at 4:03 p.m.



Next Meeting:
May 4, 2022 - 2:00 to 4:00 p.m.
Video Conference



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
May 4, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:03 p.m.

II. Approval of March and April 2023 Consortium Minutes

The March 2, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Mr. Shields moved to approve the minutes. Dr. Martin seconded the motion. The Consortium unanimously approved the motion.

The minutes of the April 13, 2023, joint meeting of the MCW Consortium on Public and Community Health and MCW Research and Education Committee were reviewed. Ms. Tapper moved to approve the minutes. Dr. Martin seconded the motion, which was unanimously approved by the Consortium.

III. Programmatic Updates

a. CEP Grantee/Applicant Perception Surveys

Dr. Ehrenfeld shared details of AHW’s engagement with the Center for Effective Philanthropy (CEP) to conduct a confidential online survey of grantees and grant applicants. The survey results will allow a comparison of responses conducted by nationwide peers, he noted. Results will be presented along with comparison data from more than 300 other funders. AHW’s survey, Dr. Ehrenfeld said, would include 170 individuals who have been funded by AHW within the past three years and 94 individuals who had proposals recently declined by AHW. Dr. Ehrenfeld outlined the types of questions survey participants would be asked and outlined the timeline for the survey and its report, which is projected to be delivered to the AHW team in September or August. Mr. Shields, who noted that CEP has a strong reputation within the industry, asked whether the results of the survey would be made public. Dr. Ehrenfeld answered that AHW would be transparent with the results of the survey. Ms. Rice asked if this was the first time AHW had conducted such a survey, which Dr. Ehrenfeld answered affirmatively but noted that AHW collects feedback from its partners in a variety of ways. Ms. Rice also asked how the survey participants were selected. Ms. Ellis explained that a variety of factors and input from CEP yielded the target participant lists.

b. Seed Projects

Dr. Ehrenfeld shared AHW's proposed seed grant funding opportunity, with a projected launch date later this summer. He recapped a similar funding round conducted in the summer of 2022 which resulted in 20 proposals, 13 of which were funded for a total investment of nearly \$625,000. He then shared survey responses from applicants for that funding which underscored the value of resources AHW offered to applicants. Dr. Ehrenfeld also noted opportunities for improvement, including building in more time for applicants to prepare their applications. Dr. Ehrenfeld explained that the 2022 seed grant opportunity was the first time AHW used a peer review process. A survey of peer reviewers showed that the overall process went well. Going forward, Dr. Ehrenfeld said that AHW would look for opportunities to better connect interested community and MCW academic applicants to build strong partnerships in advance of applying for funding. He then outlined the proposed seed grant funding that AHW would launch in early July, with some preliminary promotion in advance of the formal request for proposals. Proposals will be due on Sept. 11, with funding determinations made in November and project start dates of Jan. 1, 2024. The requested allocation for this funding round is \$1 million, which could support up to 20 community-led projects. Ms. Rice welcomed the opportunity to introduce a new funding opportunity in conjunction with AHW's next Five-Year Plan. Ms. Giese asked whether any evidence of bias surfaced in regard to the peer review process from last year's project assessments. Dr. Ehrenfeld said there was no evidence of attempts to negatively review applications in order to boost one's own project. Ms. Ellis added that each reviewer ranked 3-5 proposals. Dr. Ehrenfeld offered that achieving a greater number of applicants would further reduce the effect of bias. Dr. Maduekwe added that she and Ms. Ellis read all of the lowest ranked projects and did not see evidence of a pattern of bias. Ms. Tapper asked whether the request for proposals should define focus areas and whether greater weight should be put on projects targeting racial health equity. She also wanted to hear more about the academic partners needed to form strong relationships with community partners. Dr. Ehrenfeld referenced AHW's Office of the Commission of Insurance order as providing the necessary focus for AHW-supported projects. He also said that the previous round of seed grant funding was successful in reaching underserved communities and that AHW would continue to make this a focus. With regards to faculty partners, Dr. Ehrenfeld reference plans to create opportunities to form strong relationships between community health representatives and MCW researchers. Ms. Harris sought confirmation that academic partnerships would be required for these projects, which Dr. Ehrenfeld provided. Ms. Giese recommended creating a pool of faculty that are both capable and available for such partnerships. Dr. Ehrenfeld noted that this was AHW's long-term plan. Ms. Tapper moved to approve the seed grant funding. Dr. Raymond seconded the motion, which passed on a unanimous vote.

IV. Decision Making

a. Five-Year Plan Approval

Dr. Ehrenfeld summarized the content of AHW's drafted Five-Year Plan, noting that grant funding to date, over \$337 million, has surpassed the original gifted amount to AHW. He further noted the plan's inclusion of the two key programs, Healthier Wisconsin Partnership Program and Research and Education Program, which have remained steadfast through each five-year plan to date. Dr. Ehrenfeld also noted that the plan reflects the robust stakeholder input process through which AHW received perspectives from hundreds of individuals across the state as well as secondary data points. Dr. Ehrenfeld described a new section to the plan, Allies for Health, which is intended to amplify AHW's commitment to impacting health equity. And, an updated framework was reviewed which identifies overarching goals for AHW, three areas of focus and the key drivers for each focus area, and tactical goals that will prioritize implementation. In discussion, Ms. Rice congratulated AHW staff for the comprehensive effort behind the plan. Ms. Giese asked how this plan was different from previous plans. Through discussion, several changes were highlighted, including a through-line of sustained commitment as to how AHW invests in Wisconsin and who we invest in. Dr. Martin moved to approve the Five-Year Plan. Mr. Shields seconded the motion, which passed on a unanimous vote.

b. 2024-2028 Allocation Decision

Dr. Ehrenfeld reviewed the two components through which AHW improves the health of Wisconsin communities—the Healthier Wisconsin Partnership Program and the Research and Education Program. He explained MCW's obligations under the Office of the Commissioner of Insurance (OCI) agreement, notably the establishment of two separate accounts for grant funds received, 35% of which would be directed to

“Public Health Purposes” and 65% directed to “Medical Education and Research.” He reviewed the OCI order’s definition of public health and said that a requirement of AHW’s Five-Year Plan is to include an allocation of funds for the entirety of the plan. He then reviewed factors that would need to be considered in changing the allocation of funds. Ms. Tapper asked how the University of Wisconsin School of Medicine and Public Health allocated its funds through the Wisconsin Partnership Program. Dr. Ehrenfeld said they used the same 35%-65% allocation. Ms. Harrison asked how AHW’s allocation of funds compared to other conversion endowments nationally. Dr. Ehrenfeld explained that AHW’s endowment, residing as it does in a private medical college, is unique. He also said that work funded by the research side of the endowment also advances public health. He also referenced a project—the Community & Cancer Science Network—that drew from both funding pools. Ms. Giese noted that the Consortium should seek an opportunity to hold a substantive conversation around funding allocation. Dr. Martin asked what the original rationale for the funding allocation was. Dr. Raymond noted that the decision-makers at the time of the agreement viewed the allocation as reasonable and created a mechanism for periodic review. He also said that a change to the allocation would require a significant ramp-up period to avoid financial disruption. Ms. Tapper moved to approve the allocation. Dr. Martin seconded the motion. Discussion centered around timing of and participation in future consideration of the endowment’s funding allocation. The motion passed on a unanimous vote.

V. Director’s Report

a. REAC Update

Dr. Ehrenfeld reported that members of the Research and Education Advisory Committee were appreciative of the joint governance meeting in April and that they would be receiving the Five-Year Plan in their meeting on May 10. He also provided an update on the National Advisory Committee meeting scheduled to take place Sept. 27-28.

VI. Adjourn

Ms. Rice adjourned the meeting of the MCW Consortium on Public and Community Health at 3:18.



Next Meeting:
June 22, 2023
2:00 to 4:00 p.m.
Virtual Meeting

MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
June 22, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:02 p.m.

II. Approval of May 4, 2023, Consortium Minutes

The May 4, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Dr. Ehrenfeld moved to approve the minutes. Mr. Shields seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. New Member Nomination Process

Ms. Rice reminded members of Ms. Tapper’s and Ms. Giese’s intention to depart from the Consortium, prompting a new member nomination process. The subcommittee to lead this process will consist of Ms. Rice, Mr. Shields, and Ms. Harrison. Ms. Rice proposed that the Consortium’s July 6 meeting be repurposed for this subcommittee to review a public call for nominations, with the goal of marketing nominations for these positions due on Sept. 15. Interviews, she said, would then take place in the fall, working toward a January 2024 start date for new members. Dr. Ehrenfeld invited Consortium members to submit names for consideration for these open positions. Mr. Shields asked whether the process would be conducted similarly to the last time an open position was filled. Ms. Rice indicated it would. Ms. Giese noted that she is willing and able to participate in the recruitment and selection process if there is a way to do so. Dr. Ehrenfeld noted that the meetings of the subcommittee would be open. Ms. Tapper noted that she, too, stands ready to contribute to the initiative. She also asked if the subcommittee has considered what knowledge and skills it was seeking from new members. Ms. Rice noted that this would be discussed by the committee.

b. Momentum Funding Opportunity

Dr. Ehrenfeld presented a revamped funding opportunity aligned with AHW’s areas of focus as laid out in its 2024-2028 Five-Year Plan. The medium-size funding mechanism, called “Momentum Funding,” aims to support community-led collaborative applicant teams to implement projects focused on public and community health and health workforce education and development, he said. Dr. Ehrenfeld provided additional details about the Momentum funding mechanism, including the availability of up to \$250,000 per

grant for projects covering a 24-month period. Dr. Ehrenfeld then outlined the proposed timeline for Momentum Funding applications and project start dates. In Discussion, Dr. Ehrenfeld noted that REAC had asked AHW to consider removing the merit review of LOIs from the process. Ms. Ellis observed that doing so would create some flexibility regarding when proposals would be due, but that applicants would not receive feedback prior to submitting a full proposal and that all proposals received would need to be reviewed. Various Consortium members highlighted the value of feedback on community applicants' LOIs, in addition to the relationship-forming that takes place in these early stages of an application. In further discussion, members debated the feasibility of two separate processes for community-based applicants and MCW-led projects, which Dr. Ehrenfeld and Ms. Ellis both affirmed would be possible. Dr. Raymond reminded the group that the reason for the two-stage process for community-led projects was to help ensure that applications received were responsive to the requirements of the funding opportunity and to be respectful to AHW's community partners. Dr. Ehrenfeld noted that AHW would maintain its two-stage process for community-based applications and would return in August with a final funding concept and allocation for Consortium approval.

IV. Decision Making

a. Learning Event Support

Dr. Ehrenfeld shared details of AHW's proposed annual allocation for learning event support funding for the 2024-2028 Five-Year Plan. He reviewed the purpose and stipulations of learning event funding, noting that applicants can request up to \$5,000 in AHW funding per event. He reported that to-date, three community-led learning events have been successfully funded for a total investment of \$15,000. A number of applications are in progress, he noted, so the investment total will grow through the remainder of 2023. Dr. Ehrenfeld reviewed the types of events AHW has funded and summarized AHW's engagement with the events. Dr. Ehrenfeld asked the Consortium for approval for a \$100,000 annual allocation for community-led learning event funding, which could support 20 projects each calendar year from 2024-2028. Dr. Martin asked whether organizations are eligible to apply for this funding more than once. Dr. Ehrenfeld noted that no restriction against multiple applications was in place, but that this could be reconsidered if needed. Ms. Harrison asked what burden processing these applications placed on staff and what the typical turnaround time was. Ms. Ellis said that AHW encourages potential applicants to consult with staff before submitting their applications to ensure that they meet requirements. She added that these applications could be turned around in a couple of days. Dr. Ehrenfeld added that the grants team, rather than he, reviews the applications and makes recommendations to him, which he then approves. Ms. Giese asked what criteria AHW uses to approve learning events for funding. Both Dr. Ehrenfeld and Ms. Ellis provided guidelines for the types of events AHW would fund, and those it would not. Dr. Martin moved to approve the request. Mr. Shields seconded the motion. The motion passed on a unanimous vote.

V. Director's Report

a. REAC Update

Dr. Ehrenfeld summarized the REAC meeting held on June 21, referencing similar discussions related to Learning Event Support and Momentum Funding.

b. National Advisory Committee

Dr. Ehrenfeld reported on the enthusiastic response AHW has received from 12 eminent scholars, organizational leaders, and public health practitioners from across the nation who have agreed to participate in the organization's National Advisory Committee. Seven of the 12 committee members will attend an in-person meeting in September.

c. Seed Grants

Dr. Ehrenfeld provided details on AHW's pre-announcement promotion of its upcoming Seed Grant funding opportunity, which has produced 51 application checklist downloads and 11 consultation requests to date.

d. Landmark Funding

Dr. Ehrenfeld shared AHW's vision for future large, strategic initiatives, which will be referred to as "Landmark Funding" going forward. Examples include initiatives focused on hypertension and behavioral health, for each of which AHW is seeking a consultant to conduct a baseline study of the current state of

affairs, challenges, opportunities, initiatives, and networks that can be tapped for coordinated action. Ms. Tapper asked whether AHW is looking for two different consultants for each health condition, or one consultant to study both. Dr. Ehrenfeld said a single consultant is preferred—one who can be both effective and objective. Ms. Giese suggested that the consultant look at upstream factors driving both health conditions. Ms. Harris encouraged the consultant to tap the perspectives of Consortium members in their reports.

Ms. Tapper acknowledged Dr. Ehrenfeld's recent inauguration as the president of the American Medical Association, drawing praise and congratulations from all Consortium members.

VI. Adjourn

Ms. Rice adjourned the meeting of the MCW Consortium on Public and Community Health at 3:06 p.m.



Next Meeting:
July 6, 2023
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
NEW MEMBER NOMINATION SUBCOMMITTEE**

**Medical College of Wisconsin
July 14, 2023**

Meeting Minutes

Directors Present: Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 8:04 a.m.

II. REVIEW TIMELINE

The timeline for the process was reviewed, noting that marketing the opportunity would begin in July with a deadline for nominations of September 15, 2023. The nomination subcommittee agreed to conducting interviews with candidates in October with the final slate of nominees advancing to the full Consortium board and MCW Board of Trustees in November. The subcommittee members agreed to the goal of working toward a January 2024 start date for new members.

III. REVIEW CALL FOR NOMINATIONS

The draft Call for Nominations document was reviewed by the subcommittee members who offered feedback and edits. The subcommittee further discussed the process for distribution and marketing of the document and application form as well as the process for interviewing candidates.

IV. Adjourn

Ms. Rice adjourned the meeting of the MCW Consortium on Public and Community Health Nominating Subcommittee at 8:47 a.m.

MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
August 3, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment; Kelly Lietz, MA, Communications Director, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:04 p.m.

II. Approval of June 22, 2023, Consortium Minutes and July 14, 2023, Nomination Subcommittee Minutes

The June 22, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Dr. Martin moved to approve the minutes. Mr. Shields seconded the motion. The Consortium unanimously approved the motion.

Dr. Ehrenfeld moved to approve the July 14, 2023, Nomination Subcommittee meeting minutes. Dr. Martin seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. Nomination Subcommittee Update

Ms. Rice reviewed the requirements of the Nomination Subcommittee as detailed in the Commissioner’s Order. According to these stipulations, the subcommittee consists of Mr. Shields, Ms. Harrison, and herself, she noted. Ms. Rice recapped the subcommittee’s July 14 meeting, noting that members agreed to conduct interviews with candidates in October, with the final slate of nominees advancing to the full Consortium and MCW Board of Trustees in November. She added that subcommittee members agreed to work toward a goal of a January 2024 start date for new members. Ms. Rice reported that the subcommittee members reviewed and edited the draft Call for Nominations document and discussed the process for distribution and marketing of the document and application form, as well as the process for interviewing candidates. She then outlined AHW’s promotional efforts and for the Call for Nominations. Dr. Ehrenfeld expressed his optimism about the responses he expects from the Call for Nominations. Ms. Giese asked whether the committee incorporated their own experiences in being asked to join the board in their outreach plans. Ms. Rice noted that the committee was balancing its responsibilities of inviting applications without influencing the selection process. Dr. Ehrenfeld invited Consortium members to share with him any names of potential candidates that he could reach out to. Ms. Giese suggested that conversations be held with Wisconsin Public Health Association leadership as well as the with the state health department, both of which, Dr. Ehrenfeld noted, had been contacted and informed about the open positions.

b. Financial Projection Models

Dr. Ehrenfeld shared with Consortium members a financial projection for the Advancing a Healthier Wisconsin Endowment created by MCW's finance office. The projection includes three scenarios—an optimistic scenario with a 7.3% investment return assumption; a more modest scenario with a 3% return assumption, and a scenario that models return rates experienced in the 2008 recession. Dr. Ehrenfeld referenced the “forecasted commitments” section of the projection document, which models the funding scenarios with 2025-2028 Five Year Plan commitments incorporated. Ms. Giese said that it is important for Consortium members to receive this type of information on the endowment's financial performance. She asked whether anything in the models warrants concern? For example, is AHW underspending available funds? Dr. Ehrenfeld noted that with new marketing efforts paying off, AHW is open to recalibrating its plans, with input from its oversight boards. Dr. Kershner asked for additional details on AHW's Wisconsin Public Radio promotional ads, which Mr. Lietz provided.

IV. Decision Making

a. 2024 Momentum Funding Opportunity

Dr. Ehrenfeld reviewed details of AHW's proposed Momentum Funding, which include two-year project periods for community-led applicant teams to implement and evaluate innovative approaches to address community-identified health needs and build momentum to sustain and scale efforts for long-term impact beyond the funding period. He noted that applicant teams will follow the usual community-MCW academic partnership model and that reviews will be conducted by merit review panels consisting of community and MCW leaders providing scores and detailed comments to inform the Consortium's decision making at both the letter of intent and full proposal phases. AHW is planning to release the RFA for this funding in September, with letters of intent being due later in the fall, he said, adding that a final rank order of letters of intent would be brought to the Consortium in January. From that list, the Consortium will determine a slate of applicants to submit full proposals, which will be due in early March, he explained. Funding determinations will then be made by the Consortium in May, he said, in preparation for July 1, 2024 project start dates. Dr. Ehrenfeld asked for a motion to approve the Community-Led Momentum funding with an allocation of \$6 million to support projects with a \$250,000 maximum budget request and 24-month maximum project duration. Dr. Raymond so moved, with Mr. Shields seconding the motion. In discussion, Ms. Giese asked whether any changes to this plan had been made since it was last shared with the Consortium. Dr. Ehrenfeld responded that this proposal included additional details on the funding mechanism, including the total amount of funding, that weren't provided earlier. Ms. Lieske asked whether the language in the promotional materials would make clear that funding for health workforce projects was available to community partners. Dr. Ehrenfeld responded that the materials would make this clear, and that applicants would quickly be directed to their respective RFAs where further details on this point will be provided. Dr. Maduekwe added that the language in the RFAs was intentionally developed to include public health workforce projects. The motion passed on a unanimous vote by the Consortium.

V. Director's Report

a. REAC Update

Dr. Ehrenfeld informed the Consortium that its December meeting would be in person. He reported that the REAC met in July and approved a project that aims to accelerate precision oncology discovery with an integrated cancer data resource. He also noted that REAC will be meeting in August to finalize their funding allocation. He then provided details on AHW's seed grant funding promotional efforts, and the interest this had generated in the grant opportunity. He also shared information on new staff members joining AHW in August. Ms. Rice asked how funding allocations for new grants were determined and whether and when these could be adjusted. Dr. Ehrenfeld noted funding amounts could be revisited based on interest levels and in consultation with Consortium and REAC, which Ms. Giese validated. Ms. Giese asked if there had been any new developments with respect to AHW's National Advisory Committee. Dr. Ehrenfeld shared details about a planned Sept. 27-Sept. 28 visit by seven of the committee's 13 members.

VI. Adjourn

Ms. Rice noted that the Consortium's September meeting will be "off cycle," occurring on the second Thursday of the month, rather than the first. She asked for a motion to adjourn, which was provided by Mr. Shields and seconded by Dr. Raymond. The meeting of the MCW Consortium on Public and Community Health adjourned at 2:45 p.m.



Next Meeting:
September 14, 2023
2:00 to 4:00 p.m.



**MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
Virtual Meeting
September 14, 2023**

The September 14, 2023 meeting was canceled.



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
October 12, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:02 p.m.

II. Approval of August 3, 2023, Consortium Minutes

The August 3, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Dr. Raymond moved to approve the minutes. Dr. Ehrenfeld seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. Annual Conflict of Interest Certification

Ms. Rice called attention to the Consortium’s conflict to interest certificate, reviewing its language. With no discussion of the policy, Ms. Ellis noted that AHW would be sending Consortium members a DocuSign document for their annual certification.

b. Seed Grant Submission Update

Dr. Ehrenfeld provided information on the applications received for Community-Led Seed Grants, recapping the requirements of the grant and the promotional activities employed to market the funding opportunity. AHW received 42 Community-Led Seed Grant submissions, which Dr. Ehrenfeld noted was more than double the number of applications received the previous year. In total, Dr. Ehrenfeld explained, AHW received applications from community-led organizations requesting \$2.1 million. The applications submitted represent a potential impact in 44 counties across the state, he said, with a relatively even split between rural, urban, and statewide communities. Dr. Ehrenfeld then further characterized the community organizations and their MCW academic partners seeking seed funding. Following a peer review process, AHW will provide a rank order of the community-led proposals at the November Consortium meeting for funding determinations, after which the AHW team will communicate the outcome of the review to all applicants. Dr. Ehrenfeld added that AHW will conduct an applicant and reviewer survey at the end of the process to identify potential improvements. Dr. Kerschner stated that the success of the Seed Grant RFA was a testament to the entire AHW team and the leadership’s foresight regarding allocation of funds. Ms. Giese asked if AHW has any insight on why people who downloaded the RFA didn’t apply. Ms. Ellis explained

that the relationship between downloads and applications was not one-to-one, and that AHW had no further information on reasons for not applying, but that this same audience has an opportunity to apply for Momentum Grants.

c. Update on Call for Nominations

Ms. Rice noted that the nomination subcommittee received five nominations, and interviews are in process for all candidates. The subcommittee will rank candidates for the group's November meeting, with the goal of making a final recommendation to the MCW Board of Trustees, she said. Ms. Rice explained that the hope is for new members to join the Consortium as guests at the December meeting and then join the January meeting as full members.

IV. Decision Making

a. Annual Project Progress Approval

Dr. Ehrenfeld provided an update on community-led funded projects that were active, at least in part, between July 1, 2022, and June 30, 2023. Over this period, he noted, AHW had 82 active community-led or cross cutting projects that represented over \$23 million invested and spanned across eight funding mechanisms. He reported that projects were led by 74 unique community partners across 69 community organizations and 43 MCW investigators across 13 MCW departments and centers. 42% of the community organizations were funded by AHW for the first time. Dr. Ehrenfeld explained that AHW has recently revamped its leveraging and dissemination data collection, which provides the following preliminary data: 38% of active projects reported leveraging attempts; 28% of active projects were awarded grant funding; 51% of active projects reported dissemination attempts; and 49% of active projects reported being published during the time period. Additionally, he reported on the volume of change requests, carry-forward requests, and no-cost extensions that AHW's compliance team processed. He then detailed the communications support AHW's team provides to grantees and discussed the capacity building programming the team planned and executed over the past year. Dr. Ehrenfeld referenced a project listing provided to each Consortium member including ratings—all green—based on project check-in calls and progress reports. Dr. Raymond made a motion to approve the slate of projects to move forward with receiving AHW funding as they are progressing appropriately within their awards. Dr. Martin seconded the motion, which carried on a unanimous vote.

V. Director's Report

a. National Advisory Committee Meeting

Dr. Ehrenfeld summarized the first convening of the AHW National Advisory Committee (NAC), which took place September 27 – September 29 in Milwaukee. The gathering included nine national experts on public health, philanthropy, and public health policy. During the meeting, Dr. Ehrenfeld reported, committee members discussed areas of focus, partnership models, and funding mechanics. They also offered access to their knowledge centers and networks to further explore ideas discussed on-site. Dr. Ehrenfeld also reported that Wisconsin DHS Secretary-Designee Kirsten Johnson joined the group, both as a dinner guest and as a participant in the informational program. This inaugural meeting of the AHW NAC marks only the beginning of AHW's engagement with these national experts, Dr. Ehrenfeld said. Ms. Lieske asked whether any input from the committee would be helpful to the Consortium. Dr. Ehrenfeld said that AHW would produce a written report of the meeting.

b. Landmark Funding Update

Dr. Ehrenfeld shared that AHW has engaged Genesis Health Consulting to conduct landscape assessments for two signature initiatives referenced in AHW's next five-year plan. Genesis will utilize insights from their quantitative and qualitative findings as well as from their own proprietary intelligence on Wisconsin's health systems to create scenarios for possible AHW investments in the areas of youth behavioral health and hypertension control.

c. REAC Update

Dr. Ehrenfeld related that the REAC met on October 11 and reviewed the MCW-led active project updates. The REAC was also provided with data on MCW-Led Seed Grant submissions, he reported.

VI. Adjourn

The meeting of the MCW Consortium on Public and Community Health adjourned at 2:39 p.m.



Next Meeting:
November 2, 2023
2:00 to 4:00 p.m.

MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH
Medical College of Wisconsin
November 2, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Stephanie Harrison, MA, Chief Executive Officer, Wisconsin Primary Health Care Association; Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment | **Guest:** Shelisa Dalton, MBA, Chief Financial Officer, Medical College of Wisconsin

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:02 p.m.

II. Approval of October 12, 2023, Consortium Minutes

The October 12, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Dr. Ehrenfeld moved to approve the minutes. Dr. Raymond seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. Review of Financial Projections

Ms. Dalton noted the endowment had a positive return for the fiscal year 2023. She then reviewed the endowment’s projected performance relative to three scenarios: a 7.3% return; a 3% return; and a “2008 scenario.” She drew the Consortium members’ attention to the annual spendable balance for the endowment for each scenario, noting that the 2008 scenario is included as a stress test and that its projections are unrealistic. She reported that the endowment achieved an 8.3% performance in the previous fiscal year. Ms. Giese asked how the Consortium should think about its funding responsibilities in the most optimistic scenario and noted the prudence of a mix of short- and long-term investments.

b. Nominating Subcommittee

Ms. Rice provided an update on the nomination subcommittee’s activities which culminated in interviews with four of the five Consortium nominees. She referenced a memo the subcommittee had drafted for the MCW Board of Trustees, which includes the nominees that were interviewed and the strengths each would offer as a Consortium member. Mr. Shields moved to approve the memo. Ms. Harrison seconded the motion. The subcommittee approved the motion. Ms. Rice reported that the memo will be presented to the MCW Board of Trustees in November, and following their decision the new Consortium members will join the group’s January meeting, beginning their four-year term.

IV. Decision Making

a. Seed Grant Approvals

Dr. Ehrenfeld reported that AHW received 42 proposals for its Seed Grant funding opportunity. He said that \$1 million was allocated for this funding opportunity, which equates to approximately 20 projects. Each proposal, he noted, could request up to \$50,000 for projects spanning a 12-month period beginning on January 1, 2024. He then summarized the peer review process as well as the AHW review process, which resulted in scores ranging from one (high) to nine (low). One project had to be removed from consideration because it failed supplanting review, he said. Ms. Rice expressed enthusiasm for the range of populations served by the proposed projects. Ms. Giese asked whether there was significant variability in scores by different peer reviewers. Dr. Ehrenfeld answered that it did not appear so, noting that AHW planned to do a scoring analysis to determine if any process adjustments should be made. Ms. Giese observed that some of the projects did not appear to be pilot projects. Ms. Ellis agreed and noted that this fact was reflected in the scoring. Mr. Shields asked how deep in the ranking the available funding would cover. Ms. Rice noted that the top 21 projects amounted to just over \$1 million. Dr. Ehrenfeld reminded the Consortium that it was their decision as to which projects to fund. He added that AHW's Momentum Grant RFA generated a huge response that would likely result in a lower pay line. Ms. Tapper moved to fund up to project number 19 in the rank order. Dr. Ehrenfeld seconded the motion. In discussion, Ms. Giese proposed going up to project number 24. Dr. Ehrenfeld moved to amend the motion to include all projects up to and including number 24. Dr. Martin seconded the motion. The amendment and the motion carried unanimously. Dr. Ehrenfeld said that AHW would notify all applicants of the outcome of the review, including sharing the detailed reviewer comments. Conditional approvals would allow AHW to begin the award initiation process, he added. All approved projects will advance to the MCW Board of Trustees for their approval in November, Dr. Ehrenfeld explained.

b. Annual Report Approval

Dr. Ehrenfeld called the Consortium's attention to AHW's draft annual report. He summarized the contents of the report, highlighting significant metrics and initiatives. He explained that the report would be shared with the MCW Board of Trustees for their acceptance before being distributed to key stakeholder groups and promoted across AHW's communications channels. Dr. Martin moved to approve the annual report. Mr. Shields seconded the motion, which passed on a unanimous vote. Ms. Giese expressed a desire for more community focused photos in the report. Dr. Ehrenfeld acknowledged the point and said that AHW would seek to expand its photo library now that more in-person contacts were being made with community partners.

V. Director's Report

a. REAC Update

Dr. Ehrenfeld reported that the REAC met on November 1 and also approved a slate of Seed Grant projects. REAC also reviewed AHW's annual report, he said. He added that AHW had received 85 proposals for Community-Led Momentum Grants. Those proposals are going through technical review, after which they will proceed to merit review, he explained. The Consortium will see the results of the merit reviews in January, he added. Ms. Tapper asked whether REAC has added any new criteria to their grant reviews. Dr. Ehrenfeld said that REAC had decided to invite all applicants that pass technical review to submit a full proposal, without a merit review.

VI. Adjourn

The meeting of the MCW Consortium on Public and Community Health adjourned at 2:46 p.m.



Next Meeting:
December 7, 2023
2:00 to 4:00 p.m.



MCW CONSORTIUM ON PUBLIC AND COMMUNITY HEALTH

Medical College of Wisconsin

December 7, 2023

Meeting Minutes

Directors Present: Jesse Ehrenfeld, MD, MPH, Senior Associate Dean and Director, Advancing a Healthier Wisconsin Endowment; Elizabeth “Lieske” Giese, RN, MSPH, Health Officer/Director, Eau Claire City/County Health Department; Joseph Kerschner, MD, Dean of the School of Medicine and Provost and Executive Vice President, MCW Ian B.K. Martin, MD, MBA, Professor and System Chair, Department of Emergency Medicine, Medical College of Wisconsin; John R. Raymond, Sr., MD, President & CEO, Medical College of Wisconsin; Rebecca “Reba” Rice, MA, Chief Executive Officer, NorthLakes Community Clinic; Tony Shields, President & CEO, Wisconsin Philanthropy Network; Joy R. Tapper, MPA, Chair, Executive Director, Milwaukee Health Care Partnership | **AHW:** Christina Ellis, MS, Program Director-Strategic Investments, Advancing a Healthier Wisconsin Endowment; Ugwuji N. Maduekwe, MD, MMSc, MPH, Associate Professor and Deputy Director, Advancing a Healthier Wisconsin Endowment | **Guests:** Catherine Kolkmeier, Executive Director, Medical Health Science Consortium (new Consortium member); Paula Tran, State Health officer and Administrator of the Division of Public Health, Wisconsin Department of Health Services (new Consortium member)

I. Call to Order

Ms. Rice called the meeting of the MCW Consortium on Public and Community Health to order at 2:03.

II. Approval of November 2, 2023, Consortium Minutes

The November 2, 2023, meeting minutes of the MCW Consortium on Public and Community Health were reviewed. Ms. Tapper moved to approve the minutes. Dr. Martin seconded the motion. The Consortium unanimously approved the motion.

III. Programmatic Updates

a. Consortium Nomination Results

Ms. Rice reported that the MCW Board of Trustees accepted the Consortium’s recommendation for two new members. Catherine Kolkmeier and Paula Tran, both attending the meeting as guests, will officially join the Consortium as of January 1, 2024, she said, before providing information on Ms. Tran and Ms. Kolkmeier’s professional qualifications and background. She then asked each new member to share with the group their reasons for wanting to join the Consortium. Ms. Kolkmeier related her long history of working with AHW on community health projects in the La Crosse area. Ms. Tran noted her long-time support of AHW and her interest in pursuing new opportunities to address Wisconsin’s most pressing health challenges.

b. Momentum Grant Submission Update

Dr. Ehrenfeld provided an update on AHW’s Community-Led Momentum Grant funding opportunity. He reviewed the purpose, specifications, and review process for the grant. AHW’s marketing efforts generated high interest in the funding opportunity, ultimately leading to 84 submissions representing approximately \$21 million in requested funds, he said. Dr. Ehrenfeld then characterized the types of projects, geographies, and other demographic characteristics of both the community and MCW applicant pool. He explained that AHW would share the final rank order of the letters of intent for Consortium’s review at the January meeting. Once the final slate of applicants is selected to move to the next phase of the application process, AHW will communicate this decision to all applicants, he explained. Dr. Ehrenfeld further reported that full

proposals are due on March 4, 2024, at which time AHW staff will conduct a technical review and then support a merit review process that will yield a rank order of proposals for the Consortium's review at its May 2024 meeting. Ms. Giese asked what the primary criteria will be for prioritizing the submissions. Dr. Ehrenfeld responded that the submissions will be judged based on their alignment with the purpose of the grant RFA and the impact of the project on the health of Wisconsin communities.

IV. Director's Report

a. National Advisory Committee Meeting Summary

Dr. Ehrenfeld referenced an executive summary of the September National Advisory Committee meeting AHW hosted that was included in the Consortium's meeting materials. He reminded Consortium members of the make-up of the committee and summarized the agenda of the meeting. He then shared with Consortium members key takeaways from the discussions held over the two-day meeting, noting that this inaugural event only marked the beginning of AHW's engagement with this committee, members of which expressed openness to both organized and as-needed connections to test ideas, gather input, and share resources. Ms. Tapper asked about Consortium member engagement with the committee during the meeting and whether the committee offered any opportunities for board development. Dr. Ehrenfeld summarized the touchpoints included with Consortium members during the meeting and said that AHW would share a board development resource in the near future.

b. Center for Effective Philanthropy Survey Summary

Dr. Ehrenfeld reported that AHW engaged the Center for Effective Philanthropy in March of 2023 to collect candid feedback from AHW's grantees and applicants on their perceptions on a variety of AHW processes via a confidential online survey. He summarized the logistics of the survey process, including the numbers of invitations to participate and response percentages for both grantees and declined applicants. He then summarized the survey responses, referencing a detailed table listing average scores for questions across a number of dimensions. AHW received high scores in areas pertaining to interactions between AHW staff and grantees and in the implementation of its health equity mission. Lower scores were recorded in areas pertaining to the endowment's perceived understanding of grantees' organization, field, or community and in areas related to the grant reporting process. Dr. Ehrenfeld explained that AHW shared and discussed the survey results in a recent team retreat, where staff began identifying actionable areas of improvement for the AHW experience. He added that AHW is unlike other funders and needs to determine where best to invest its resources. Ms. Kolkmeier commended AHW for seeking this type of feedback from its partners. Ms. Tran asked how much the feedback could be sorted by organization "type," stating that not all grantees have the same needs. Dr. Ehrenfeld answered that the data was not granular enough to segment responses in this way, though respondents were categorized as being MCW or community representatives.

c. REAC Update

Dr. Ehrenfeld reported that the REAC will meet on December 13. He said that they will receive submission data for MCW-Led Momentum Grants and that they, too, would receive a report-out on the National Advisory Committee meeting and the Center for Effective Philanthropy survey results.

d. Consortium Members Rotating Off

Ms. Rice recognized Ms. Giese and Ms. Tapper's long service to the Consortium, noting that this will be their last meeting before rotating off the oversight board. She praised each member for her devotion to AHW, MCW, and the people of Wisconsin, referencing a token of appreciation that had been sent to each. Dr. Kerschner and Dr. Raymond both shared reflections of their time working with Ms. Giese and Ms. Tapper, expressing gratitude for their service. Dr. Ehrenfeld shared data related to the Consortium's accomplishments during both members' tenures. Ms. Giese and Ms. Tapper then respectively shared their thoughts on the Consortium's history, evolution, impact, and ongoing mission, encouraging remaining members to remain focused on serving the people of Wisconsin.

V. Adjourn

The meeting of the MCW Consortium on Public and Community Health adjourned at 2:55 p.m.



Next Meeting:
January 4, 2024
2:00 to 4:00 p.m.